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**The Rt Hon John Denham MP**

SECRETARY OF STATE  
FOR INNOVATION UNIVERSITIES &  
SKILLS

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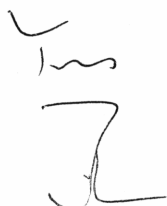
*Dear Ross*

Thank you for your letter of 26 July, and its kind message of congratulations, following my appointment as Secretary of State for Innovation, Universities and Skills.

We all recognise that Cambridge is a highly successful, world-class university and we have every confidence that you and your colleagues will continue to ensure that this remains the case in future.

You may not be too surprised to read that we cannot agree with everything you say about governance. The Government believes in the fundamental importance of good governance in universities, but we do not proscribe which model any institution should adopt. We also recognise that there is no one size-fits-all model. Like other Higher Education Institutions, Cambridge is and will remain an autonomous, self-governing organisation and will be free to decide for itself how to resolve the issues you mention taking account of the global competition it faces.

I wish you and the University every success in future.



**JOHN DENHAM**